

7 September 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : 7 September 1971 Progress Report, Overview History
of Personnel Administration, 1948-68

1. The interviews came thick and fast in the last month. Colonel White (third time), [REDACTED] Bob Wattles, Matt Baird, and Emmett Echols generated a gold mine of information. Item: The general consensus was that by mixing in a few substandard people with a larger number of good people who were genuinely surplus to the needs of the Agency we wrecked the 701 Program in 1961-62.

2. The index and a subsection of Chapter IV are attached in case you have a chance to read them. The Echols interview, although difficult and lengthy--we were at it from 9 a.m. to 3:30 p.m.--produced some surprises, for me at least. Emmett had a tremendous grasp of the personnel program and its deficiencies. I only wish I could have had that interview when I started working for him in 1965, but by that time he was almost completely isolated from his staff. Incidentally, he recommended that I reconsider the decision not to interview Bertha.

3. Now to [REDACTED] for three and a half weeks (September 14 to October 9) to help out W.H. and [REDACTED], after which I'll plunge into Ben's realm.

Chapter IV

Personnel Administration in the Sixties

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